



**DEFENSE LOGISTICS AGENCY**  
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IN REPLY  
REFER TO

DSS-P

APR 05 2001

**MEMORANDUM FOR DLA PLANNING COMMUNITY**

**SUBJECT: Strategic Planning Benchmarking Analysis**

The attached strategic planning benchmarking analysis report is provided as information to assist DLA's planning community in adopting best practices.

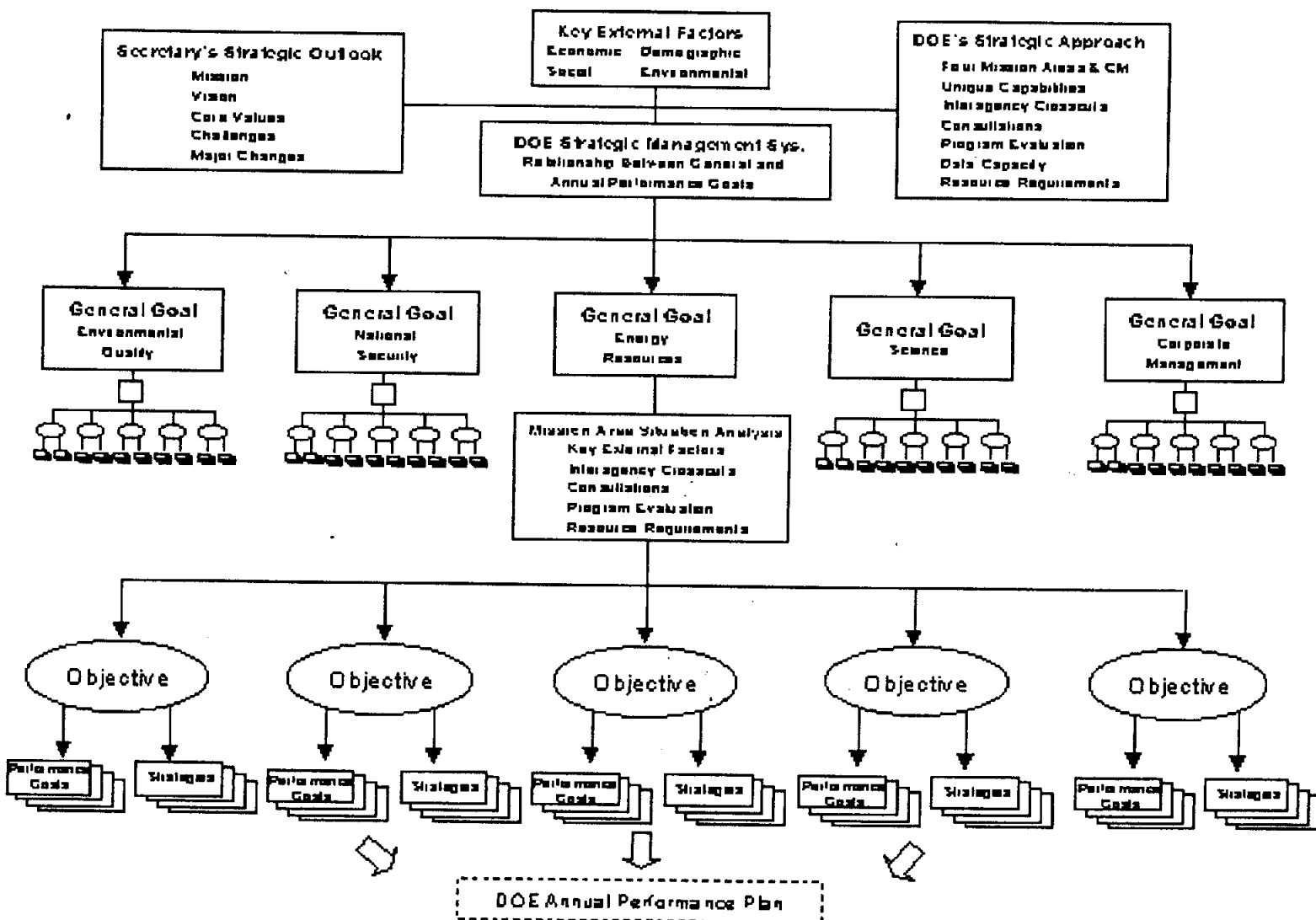
The initial group of strategic planning documents reviewed dealt with other agency strategic plans, annual performance plans, annual performance reports, and their related policies/procedures. Once into our benchmarking effort we found performance contracts (Defense Reform Initiative Directive #23), logistic transformation plans (Defense Reform Initiative Directive #54), and balanced scorecards useful sources of benchmarking information for performance measurement, concise formats, and aligning strategic initiatives. The report also provides examples of the use of information technology and workbooks/guidebooks to streamline all strategic planning effort. AID, OPM, IRS, EPA and DOE Balanced Scorecard (BSC) implementation appears to be innovative. Considering the emphasis placed upon BSC implementation by DLA senior leaders, the report highlights balanced scorecard measures/scorecards examples.

If you have any questions, please do not hesitate to contact the action officer, Mr. Anthony Lee, DSS-P, at (703) 767-5272 or via email at [anthony\\_lee@hq.dla.mil](mailto:anthony_lee@hq.dla.mil).

  
LARRY C. JUUL  
Staff Director  
Corporate Planning

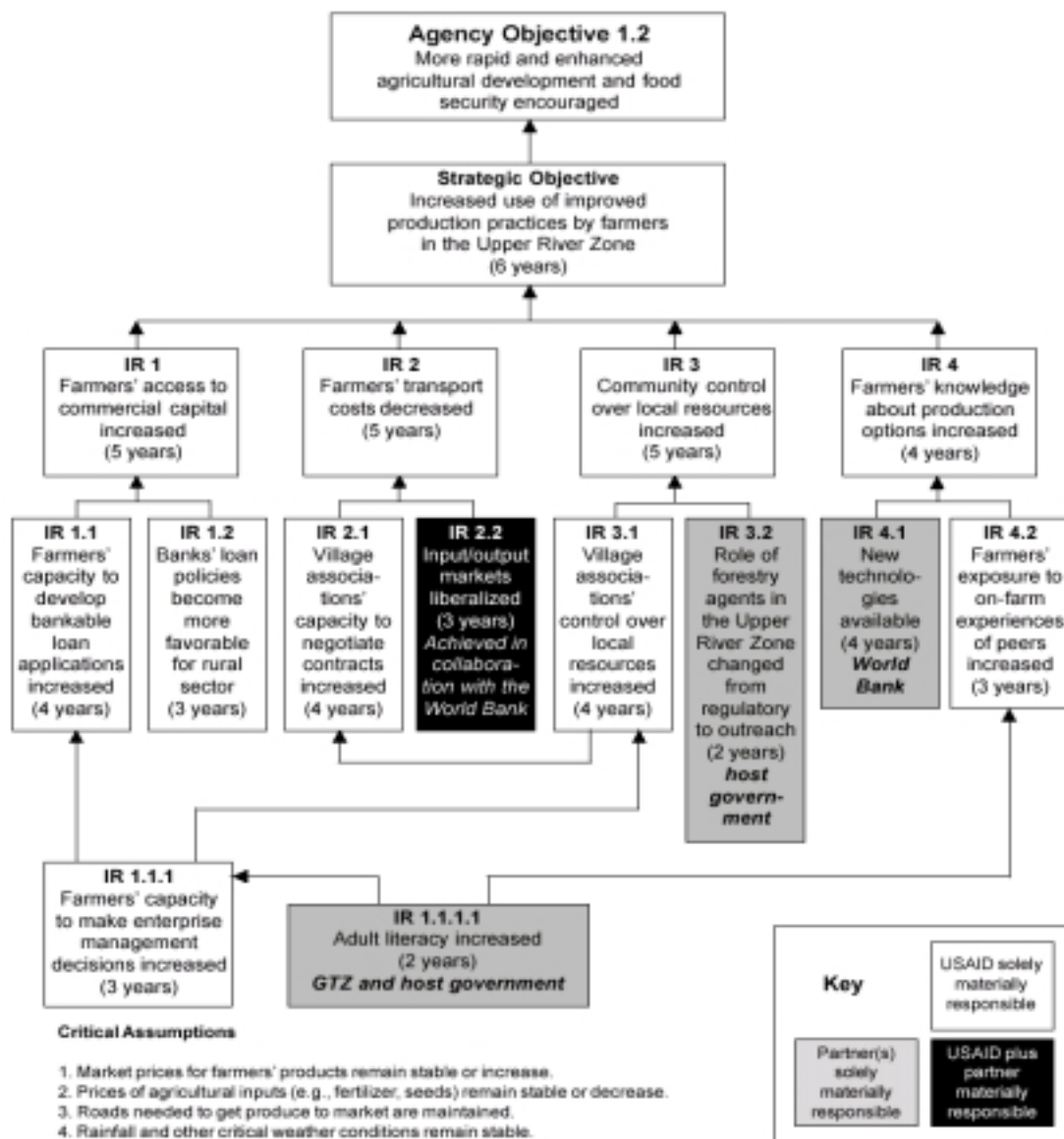
Attachment

**Figure 1**  
**DOE Strategic Plan Model**



## Attachment 2

(US Agency for International Development (AID), ADS 201 Planning, Figure 201-C, Illustrative Results Framework, [www.usaid.gov/pubs/ads/200/201.doc](http://www.usaid.gov/pubs/ads/200/201.doc)).



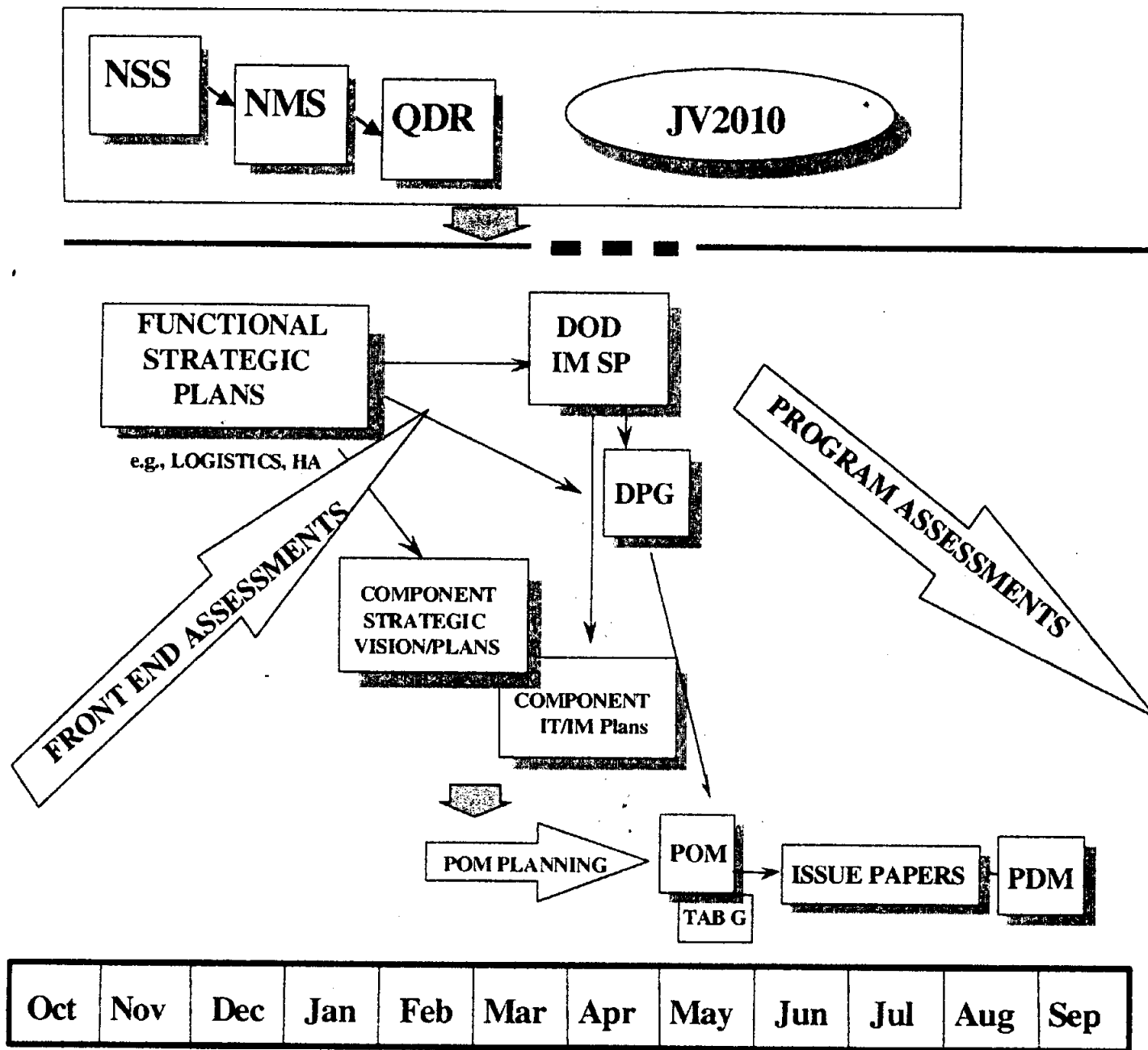


Figure 3. IM Planning Cycle

**Appendix B: Coordination Between EPA and Other Federal Agencies**

Department/Agency	Goal									
	1	2	3	4	5	6	7	8	9	10
Agriculture										
Army Corps of Engineers										
Commerce										
Consumer Product Safety Commission										
Defense										
Education										
Energy										
Federal Energy Regulatory Commission										
Federal Emergency Management Agency										
General Services Administration										
Health and Human Services										
Housing and Urban Development										
Interior										
Justice										
Labor										
National Aeronautics and Space Administration										
National Science Foundation										
Nuclear Regulatory Commission										
Office of Science and Technology Policy										
Small Business Administration										
State										
Transportation										
Treasury										
Tennessee Valley Authority										
U.S. Agency for International Development										
U.S. Trade Representative										



## The NASA Team

The NASA Team is a dedicated, skilled, and diverse group of scientists, engineers, managers, and support staff. We work in partnership with industry, academia, other agencies, and the space agencies of other nations. The NASA Team is dedicated to achieving NASA's mission while maintaining the strongest possible commitment to safety, efficiency, and integrity.

*Who We Are: NASA Headquarters, the Strategic Enterprises, and the Centers*

NASA is comprised of Headquarters in Washington, D.C., nine Centers throughout the country, and a number of additional installations that support specific Centers. NASA also owns the Jet Propulsion Laboratory (JPL), which is operated by the California Institute of Technology under a contract with NASA.

The roles of Headquarters and the Centers are distinct. In carrying out the NASA mission, Headquarters determines what the mission is and explains why it is necessary; the Centers determine how we will implement it.

### NASA Headquarters

NASA Headquarters develops, coordinates, and promulgates Agency policy. It sets program direction at the highest level. Headquarters has primary responsibility for NASA's communications with the Administration and Congress and is the Agency's focal point for accountability with external entities. It guides and integrates budget development, defines the Agency's long-term institutional investments, and leads and coordinates Agency wide functions.

### The Enterprises

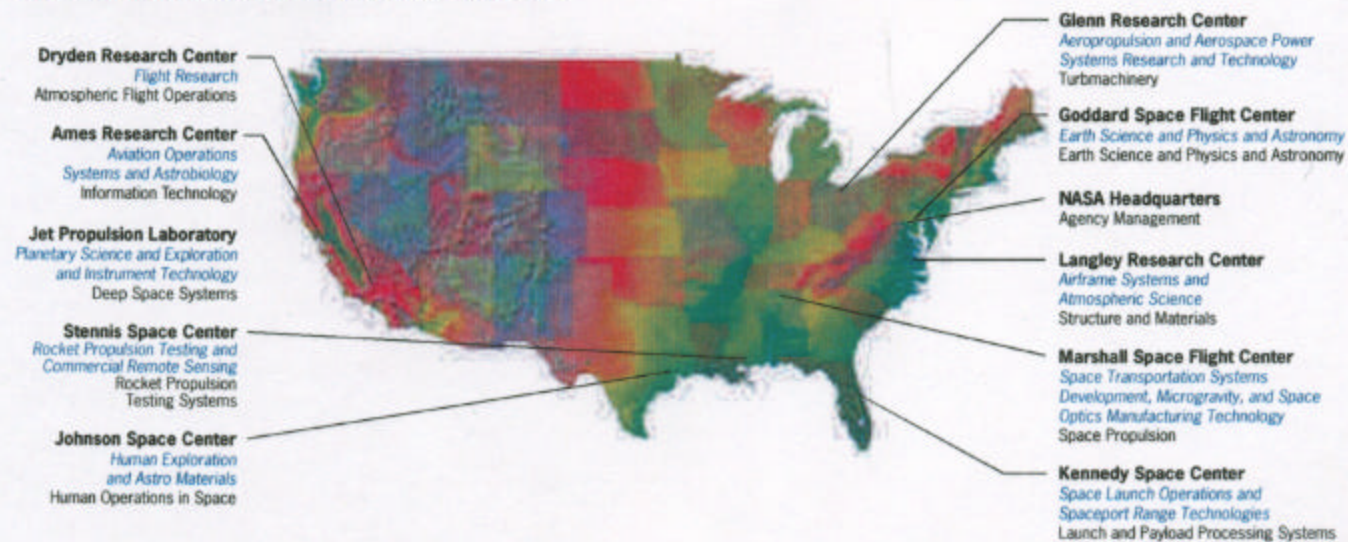
To carry out its mission, NASA has organized its programs into five Strategic Enterprises: Space Science, Earth Science, Biological and Physical Research, Human Exploration and Development of Space, and Aerospace Technology. The leadership of each Enterprise is at Headquarters, but implementation of Enterprise programs takes place at the Centers. Each Enterprise draws on the capabilities

of several Centers, while each Center contributes to multiple Enterprises. The Enterprises communicate and coordinate with each other via Enterprise management at Headquarters.

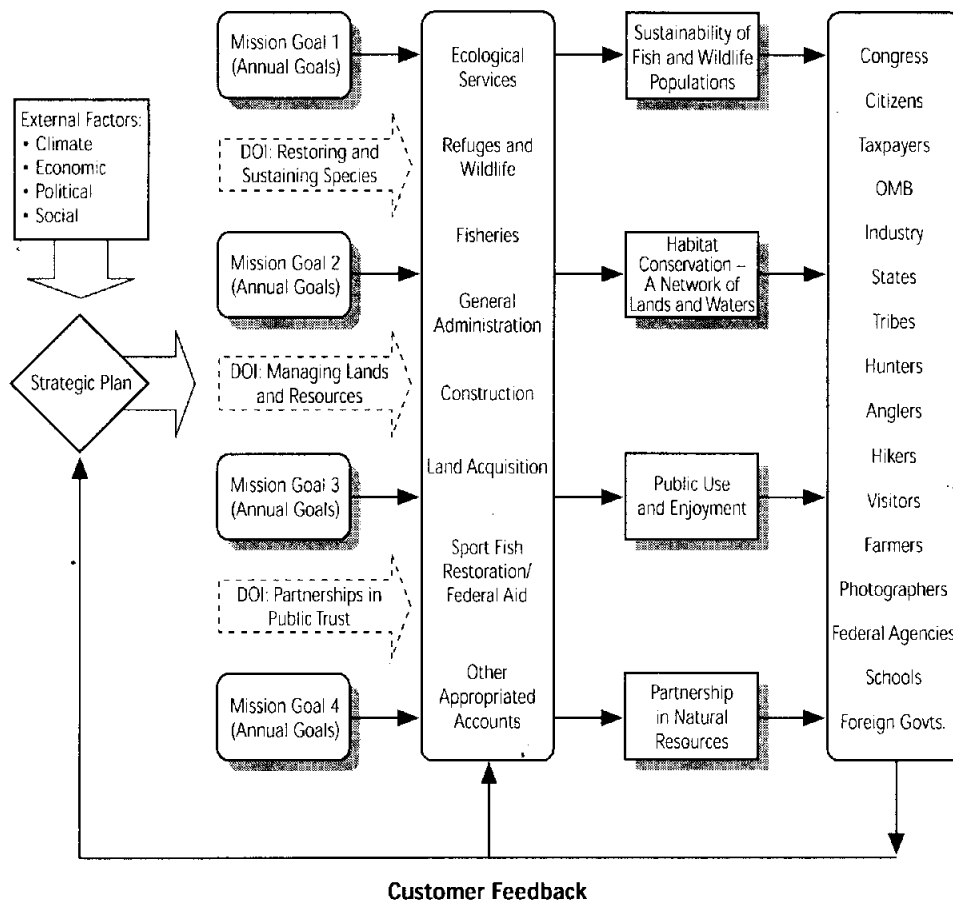
### The NASA Centers

NASA relies on its Centers to carry out the work of the Enterprises. Each Center has specific mission responsibilities and each is responsible for providing certain types of expertise and infrastructure. Centers are also responsible for assigned NASA-wide programs—overseeing their implementation and ensuring that they meet schedule, budget, safety, and reliability requirements. Finally, each Center serves as a "Center of Excellence" for a specific discipline; examples are structures and materials, information technology, and human operations in space. Centers of Excellence not only support immediate program needs but strengthen the long-term capabilities of the Agency and the Nation in critical areas.

### NASA Centers: Center Mission Areas and Centers of Excellence



Strategic Planning + Resources (Programs) = Outcomes → Customers



more integrated organization. The FY 2001 APP is the product of efforts to establish a more effective strategic planning and performance management process within the Service. The iterative strategic planning and performance management approach, shown above, recognizes the unique contributions of FWS programs, as well as state, tribal, and territories and other Federal partners. This approach will advance a national effort to continue to improve the integration of activities and enhance performance and accountability.

The FY 2001 APP presents the Service's goals and measures, and identifies the strategies and resources needed to achieve them, consistent with the updated

Strategic Plan and the Service's budget proposal. The Plan's goals are explicit in measurability providing a transparent performance determination. This presentation provides decision makers a broader context by which to make informed decisions on the allocation or reallocation of resources to better accomplish the mission of the organization. The FY 2001 APP is the product of efforts to establish a more effective strategic planning and performance management process. Our strategic planning and performance management approach, which recognizes stakeholder interests and programmatic uniqueness, will promote a single Service concept – ultimately improving performance and accountability.

Activity	1999/2000												
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Secretarial/Deputy Secretary guidance	X												
Planning teams briefed and develop internal process/schedules.		x---	--x										
Teams conduct planning sessions, consult stakeholders, Congressional committees, and other agencies. Prepare inputs for internal draft 1.		x											
CFO prepares draft 1 and DOE reviews				x		---	x						
Secretary approves general goals and objectives (Draft 1)					x								
Draft 1 to OMB (after passback)					x								
Stakeholders and Public review Draft 1						x--	---	x					
Congressional consultation on Draft 1						x--	---	x					
Planning teams prepare Draft 2								x----	x				
CFO prepares draft 2 plan for DOE review								x	---	x			
Secretary's review/approval of final draft									x				
Planning teams adjust final draft as appropriate									x				
CFO prepares final plan for printing and transmittal letter									x	x			
Plan to printer										x			
Plan and transmittal letter released to Congress and public										x			
Implementation										x----	-----	-----	-----



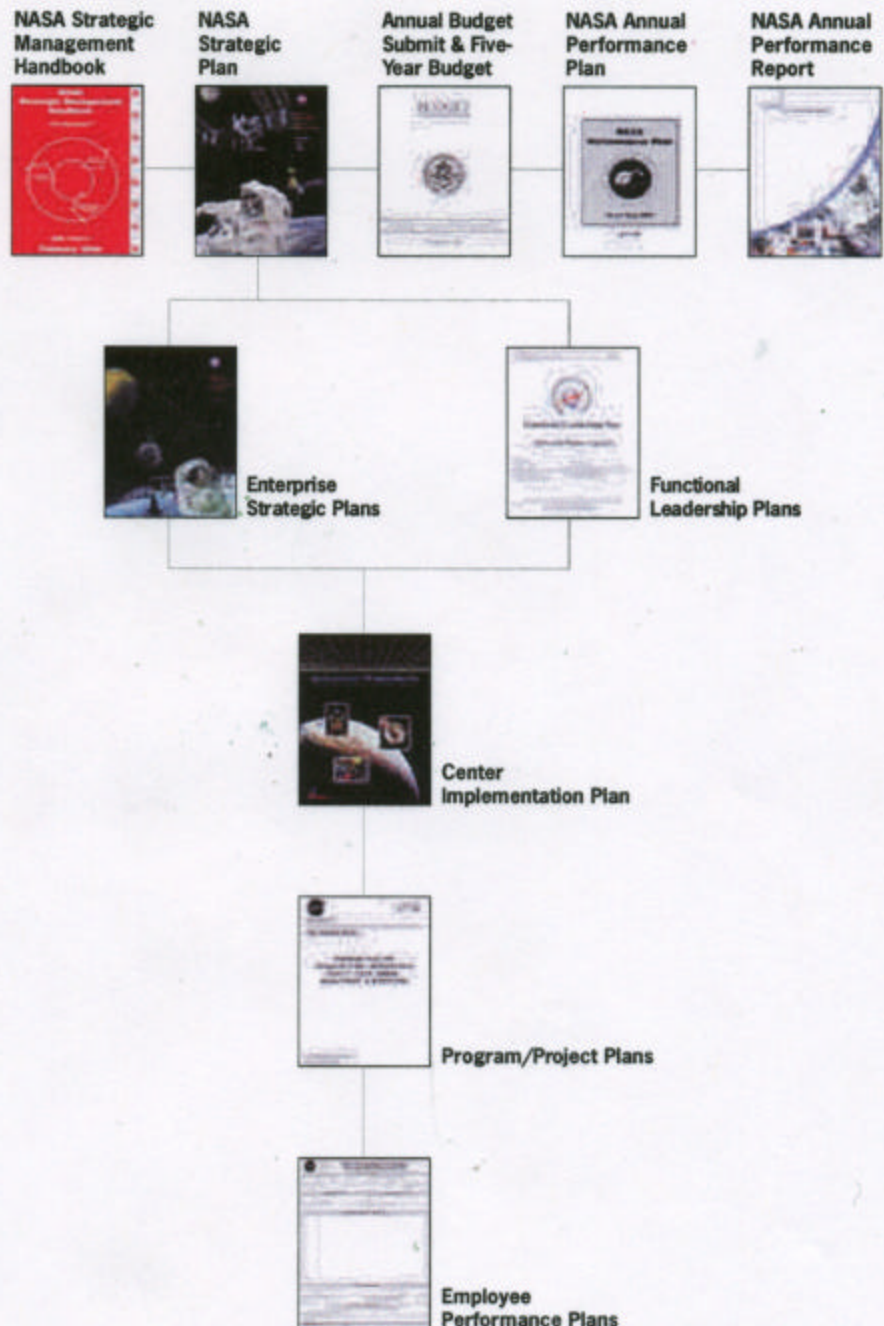
## NASA's Strategic Management System Documentation

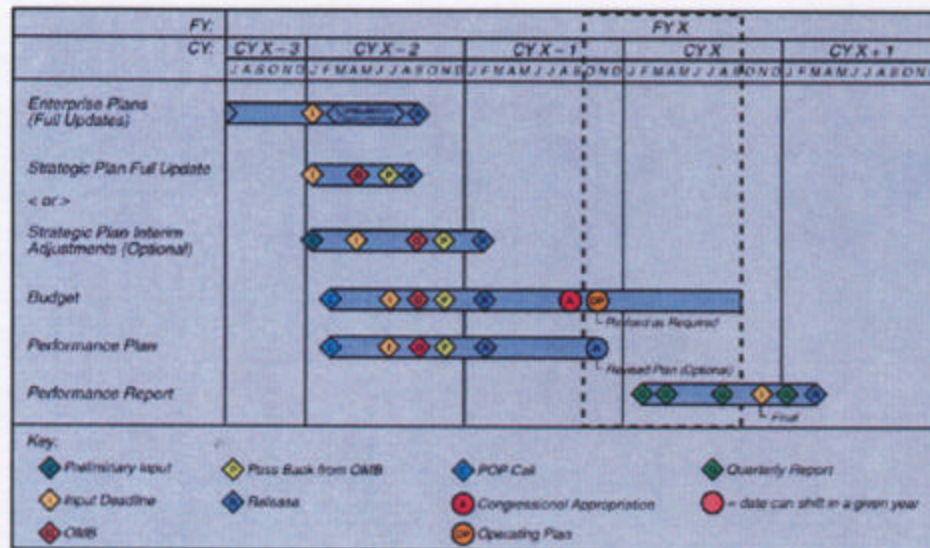
contained in the President's most recent budget proposal for NASA.

This plan summarizes Agency activities for 2 fiscal years—FY 2000 and FY 2001, whose budgets have already been set. However, FY 2002 is the first budget and performance planning year for which this version of the plan is proscriptive.

The roadmap plans for 2000–2005 are consistent with estimates for those years included in NASA's FY 2001 budget request to Congress. While detailed budget projections have not been developed for mid- and long-term plans, NASA's planning framework generally assumes that resources provided by Congress will be neither less nor dramatically greater than current trends. However, the success of current programs, technology developments, and the success of commercialization efforts, as well as the other factors discussed under External Assessment, significantly impact the relative resources required to achieve a given set of objectives.

While this plan specifies NASA's general goals and objectives, it only generally specifies the relative importance of these objectives. It is the budget process which determines relative resource commitments across goals and objectives. The decisions of the President and the Congress in this regard have a large impact on the rate at which NASA can achieve particular goals or objectives. These decisions are, in turn, reflected when NASA selects the Agency's annual performance targets.





**SUBJECT:** Executive Summary, Strategic Planning Benchmark Analysis

## **I. BACKGROUND**

This report summarizes DSS-P benchmarking analysis effort since October 2000. This benchmarking report is intended to serve two purposes: (1) provide a basis of policy formulation for DLA Corporate Planning (DSS-P) strategic planning mission; and (2) serve as a foundation for subsequent benchmarking activity in FY 2001. Our strategy was to search for best practices that led to outstanding performance. We surveyed approximately 50 federal agencies' (Defense and Non-Defense) strategic planning documents. Half were eliminated from further review because their processes were not leading edge activities and did not appear to be more innovative than DLA. In keeping with the emphasis DLA has placed on Balanced Scorecard (BSC), senior leadership workshops held throughout the last 12 months, we paid particular attention to agencies that incorporated performance measurement approaches similar or identical to our BSC initiative.

## **II. INTRODUCTION**

Our benchmarking analysis will help DLA better implement the Government Performance and Results Act of 1993 (GPRA). By implementing best practices identified in our analysis, DLA seeks to set higher standards and out perform its stakeholders' expectations. GPRA seeks to shift the focus of government decision and accountability away from "activities" to a focus on "results" of those "activities." Under GPRA an agency can lose funding as a result of poor performance.

## **III. DISCUSSION**

### **1) DEFENSE REFORM INITIATIVE DIRECTIVE (DRID) #54, DOD LOGISTIC TRANSFORMATION**

DRID #54 requires defense logistics activities to submit annual logistics transformation plans. To help achieve the goals in the DoD logistics strategic plan. We did not anticipate benchmarking Defense Services' DRID #54 plans, but they were found to be the best formatted and concise logistical strategic plans available. The Army, Navy and Marine Corps logistics transformation plans fully described their logistics strategic plans. DRID #54 formats were easy to follow and facilitated comparative analysis among the different DRID #54 reports. To the extent possible DLA, should consider combining its strategic plan and its DRID #54 report to streamline its overall planning activity.

Army DRID #54 strategy states, “*Logistics transformation will be synchronized to the overall Army force transformation. The Army’s transformation strategy is “conditioned-based.” That is, the force transformation will proceed in accordance with a series of decisions based on three stated “phasing objectives” and the fulfillment of the conditions associated with those objectives. Those objectives, which define the principal phasing for the force transformation, are the creation and fielding of the first units of the Initial Force, the Interim Force, and the Objectives Force.*” The Army’s overall goal for implementing Customer Wait Time (CWT) performance measurement “is improved readiness and customer confidence through inventory velocity and reduced logistics footprint.” Army’s DRID #54 Implementation Strategy discusses key Army Revolution in Military Logistics (RML) initiatives and relates them to the DoD logistics strategic plan objectives. Built in prognostic and diagnostics into Army Weapon Systems<sup>i</sup> is an example of RML the Army is pursuing to accelerate progress in implementing CWT performance measurement.

## **2) PLANNING PROCESS**

The National Partnership for Reinventing Government (NPR), February 1997 “Best Practices in Customer-Driven Strategic Planning” report, defined strategic planning as, “*The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.*” Those agencies that transform their planning process to conform to NPR’s best practices and the General Accounting Office’s (GAO’s) recommendations<sup>ii</sup> are pursuing to benchmark themselves to be outstanding in strategic planning development.

National Aeronautical & Space Administration (NASA) and the Office of Personnel Management (OPM) have outstanding strategic planning documents that mirror the Gantt charts presented at DLA’s annual planning conference in October 2000.<sup>iii</sup> Several strategic plans were published in the Federal Register to request feedback. Some agencies referenced Malcolm Baldrige criteria as their means of seeking continual process improvement. Other activities had an appendix identifying all stakeholders contacted for their feedback regarding strategic planning goals/objectives. A planning guidebook with such an appendix would standardize DLA gathering customer/stakeholder input into their improvement plans. For each of their strategic goals the US Postal Service summarizes on two pages its goal, sub-goals, performance indicators, baseline and five years of performance targets. The benefit to DLA for summarizing each goal on one page is that it becomes a “Cliff Notes” style that allows the reader to scan for needed



information without reading the entire text. However, if more information is needed the reader just has to turn the page. Attachment 1 depicts the Department of Energy (DoE's) strategic planning model that incorporates their "Strategic Management System" to standardize strategic planning efforts in their field offices and at HQ.

### **3) IMPLEMENTATION**

Several federal offices provided chapters dealing solely with implementation. GAO and DoD's CIO have separate areas in their strategic plans and the Department of Justice (DOJ) has a section on their website devoted to implementation. NASA and the Navy have implementation plans. Many implementation plans identified funding/manpower required to implement each goal. The best examples of implementation plans were those found in DRID #54 reports.

### **4) PERFORMANCE MEASUREMENT**

The most striking observance of our benchmarking effort is when business plans/performance contracts are changed to fit into our BSC. Performance contracts were found to have the most detailed discussions on performance measurement. Beginning in FY 2001 all Defense organizations are required to develop performance contracts and submit them to the Defense Management Council (DMC) for approval. DoD's performance contracts for their Defense Agencies are based upon DRID #23, which provides guidance for the establishment of annual performance contracts. Performance contracts are posted on the Defense Agency Task Force website at [www.ra.pae.osd.mil/datf](http://www.ra.pae.osd.mil/datf). Under GPRA, OMB believes they have a performance contract with DLA's controller, and DRID #23 provides what DoD expects from DLA in the development of its performance (-Based) contract.

The Agency for International Development (AID) has developed its performance measurement method as it relates to GPRA's program evaluation requirement. AID has a method of developing a hypothesis as a narrative description of the specific causal linkages in a given strategic goals between intermediate results and a strategic goal that are expected to lead to the achievement of that strategic goal. The hypothesis is based on sound development theory, knowledge, and experience within the context of a specific strategic goal. Generally, the term refers to plausible linkages (see Atch. 2) and not statistically accurate relationships. For each approved strategic objective, operating units develop performance-monitoring plans that include baseline data and performance targets. Annually, operating units report progress against these targets. When objectives are not met they

are either revised or dropped. AID's Washington office allocates resources to the Agency's operating units using performance data. A performance-monitoring plan is prepared during the first year of a strategic goal and is reviewed and updated at least annually. In our summary we have recommended that DLA follow-up the desk-review portion of the benchmarking effort by visiting AID to learn how DLA can incorporate performance measurement practices into its BSC implementation plan.

DoD CIO's strategic plan has a separate appendix on Performance Measurement titled *Guide for Managing Information Technology as Investment and Measuring Performance*. They had two outstanding graphs (see Atch. 3) on *DoD IM Strategic Planning Flows and Links* and *IM Planning Cycle*. The Environmental Protection Agency's (EPA's) 2000 strategic plan has a chapter titled, "Assessing Our Work and Learning From Our Results," that discusses as fostering accountability, learning and improving, measuring results, and assessing benefits and costs. DLA would benefit from incorporating similar documents as DoD CIO and EPA have done. DLA could put this information into one of the strategic planning documents or in a yet to be developed guidebook.

OPM's corporate measure framework provides a reasonable number of consistent, balanced measures that enable OPM to assess agency wide progress towards meeting their four external goals and their corporate management goals. OPM reduced the quantity of their measurements by only measuring those activities that support a strategic objective and identify those measurements they can control and influence. OPM has "A Guide to Strategically Planning Training and Measuring Results" and the "Federal Human Resources Management for the 21<sup>st</sup> Century" strategic plan. DLA BSC implementation would benefit from considering these OPM practices because streamlined planning documents and streamlined BSC plans facilitate ease of implementation.

The IRS's "Managing Statistics in a Balanced Measurement Systems Handbook" has a chapter on their Balanced Measurement System<sup>iv</sup> DLA's Strategic Planning guidebook could reference their planning measurement process when incorporating their Balanced Scorecard initiative into their overall planning process.

The Federal Energy Regulatory Commission (FERC) has not only issued their 1999 Performance Report but also a State of Markets 2000 report. The State of the Markets 2000 report is a document initiated within the Commission to explore the current status of energy markets and the effect of the Commission's policies on those markets (direct link, direct affect). This report contains only market-oriented information. For each goal, FERC has

developing performance indicators (methods of data) and performance indicators (examples). DLA could consider issuing “State of Logistics” reports for DoD.

## **7) TERMS/DEFINITIONS**

There were many federal activities that had lengthy appendixes/attachments detailing their terms/definitions (DoD CIO, FEMA, Federal Railroad Administration (FRA), GAO, National Highway Traffic Safety Administration (NHTSA), OPM, and the Forest Service (FS). DLA’s FY2001 Strategic Plan team should reference this material for use in DLA’s FY2001 strategic plan. An innovative use of today’s IT technology is the hyper-linking to and from the terms/definitions throughout the planning documents.

## **8) RELATIONSHIPS**

EPA’s strategic plan has an appendix on “How the Strategic Plan Connects to Other Agency Documents”. The EPA has an interesting idea of “Integrating their Accounting System with Cost Accounting Standards” which could be useful in our BSC implementation – customer quadrant and learning and growth quadrant. EPA has separate websites for Strategic Planning, Information Resources Management (IRM), and Stakeholder Involvement. Another EPA website for GPRA & Planning deal directly with BSC’s customer quadrant. EPA’s interesting matrix chart on coordination between EPA and other federal agencies can be found on page B-2 of their FY 2000 strategic plan (see Atch. 4). EPA has a strategic plan for IRM. EPA has three significant appendixes dealing with Stakeholders, Inter-Agency, and Laws affecting their goals/objectives. DLA could benefit from considering to adopt most of EPA’s above practices because they streamline the planning process, seek greater stakeholder involvement, and support BSC implementation.

DOE has an “Interagency Crosscutting Coordination” guide in accordance with GPRA’s requirements for coordination of interagency crosscutting functions. DLA could consider this in the development of their BSC customer relations’ quadrant. FEMA seeks partnerships with similar government activities and seeks feedback to improve their planning process. DLA could likewise benefit from a detail of its crosscutting coordination and seek mutual partnerships to not only streamline its planning effort but also do so with assistance from other federal agencies.

NASA holds individual annual workshops at their separate enterprise organizations to seek feedback to improve their planning process. They use



crosscutting charts that communicate when and where NASA should coordinate their planning activities with non-NASA activities. NASA has a map (see Atch. 5) that identifies their geographic locations and the programs they support at those locations. DRID #54 logistics transformation plans align different players together to streamline its logistical tail. DLA could hold workshops between its PLFAs and their major customers to coordinate their planning activities.

The Federal Trade Commission (FTC) has innovative tools/techniques for stakeholder management. AID has interesting practices managing their international stakeholders. DoD CIO has an outstanding process that links its IT management and Planning, Programming and Budgeting System (PPBS) linkage processes. The Department of Transportation's (DOT's) Federal Highway Administration (FHWA) had a website for "Planning, Environment, and Real Estate Services" as well as another website for major relationship (including DoD's Military Traffic Management Command, (MTMC)). DOT identifies relationships for each strategic goal. GAO has congressional input into their strategic plan. DOJ identified relationships with Interpol and state and local governments. DOT's National Highway Traffic Safety Administration (NHTSA) seeks an information exchange by developing a "Customer Service Plan" and a Total Quality Management (TQM) primer called "A Leadership Guide to Quality Improvement for Emergency Medical Services Plan." The General Services Administration (GSA) hosts a website for disseminating information, and they utilize a system by "Screen Porch" called Caucus which is a professional chat-room website. The US Fish & Wildlife Service (see Atch. 6) and US Postal Service seek stakeholders' feedback/input in developing their strategic plans.

When developing strategic plans, GAO found stakeholder "involvement is particularly important for federal agencies because they operate in a complex political environment in which legislative mandates are often broadly stated and some stakeholders may disagree strongly about the agency's mission and goals."<sup>ii</sup> GAO found that for strategic planning to be done well organizations must involve their stakeholders, assess their internal and external environments, and align their activities, core processes, and resources to support mission-related outcomes.<sup>v</sup> NPR's December 1997 customer support best practices report on "World-Class Courtesy" held the hypothesis that courtesy, as perceived by the customer, is an integral component of customer satisfaction. NPR not only focused on employee-to-customer but also employee-to-employee courtesy. NPR states that employees want their needs to be addressed both competently and courteously and as a result, employees provide a higher level of service to their customer.<sup>vi</sup> DLA should reference GAO and NPR benchmarking reports in their strategic plan development process.

## **9) SCHEDULES**

Several government agencies used charts to highlight integrated planning processes. These graphs/diagrams depicted the alignment of the different planning efforts. The best practices observed considering schedules dealt with graphs and charts detailing strategic planning schedules and their alignment with other planning activities in areas such as Finance, IT and Contingency Operations (see Atch. 3). GAO highlights resources (Full-Time Equivalents (FTEs), Budget, and Goals) needed on their schedules, and had summary schedules separating HQ and the field activities. DoE's strategic plan identified activities for each goal on a monthly basis. DoE's strategic planning guide had a 12-month schedule (see Atch. 7). When integrating a BSC, the relationships among Performance Contracts, Logistics Transformation Plans, POM, and Best Estimate Submissions (BES) must be aligned in an integrated planning process.

## **10) GUIDANCE/PRINCIPLES**

The best reports read like a good textbook. One of the complaints about many of the large planning documents/guidebooks, etc., is that their voluminous size deters the average worker from ever referencing them. In an article published in the American Society for Public Administration's magazine October 2000 Jon Glasco states that "like it or not, the quality of documentation, or lack of it, will affect near-term performance and long-term results."<sup>vii</sup> DLA's plans and guidebook should present their story in a clear and open manner that includes only quality documentation/data for its planners to use throughout the year. DLA should electronically link all of its planning documents.

**KNOWLEDGE MANAGEMENT:** Many federal activities have developed websites and guidebooks describing their planning process. We reviewed extensive on-line and hard copy documents. Those digitized tools that provide hyper-links among their many sources of information are examples of innovative use of the latest IT practices. Sharing such information via the Internet supports OMB Circular A-11 requirement<sup>viii</sup> to share with the public "information on the purpose and effectiveness of programs and activities, and the resources spent in conducting them." DLA's One-Book needs a chapter on corporate planning to fully describe strategic and tactical aspects. From this One-Book chapter all of our planning references can be accessed via hyper-links. DLA's planning community's roster can be attached that allows all to communicate with appropriate DLA planning representatives. DLA's integrated planning schedule, strategic plan, annual performance plan, and Defense Reform

Initiative Directive (DRID) #54 report should be accessible through their yet to be developed One-Book planning chapter. “NASA Strategic Management Systems Documentation” tree (see Atch. 8) demonstrates linking documents from their strategic level plans down to employee performance plans. DLA’s BSC implementation could use this to document how BSC fits into a similar DLA document tree.

**STRATEGIC PLANNING GUIDEBOOK:** Many of the formal planning documents reviewed were full of great ideas but were too lengthy. Several agencies were innovative enough to develop guidebooks. The most innovative of these guidebooks took advantage of the latest IT technology. NASA’s Strategic Planning Guidebook<sup>ix</sup> was the best example we observed. DLA could follow their example and link to similar guidebooks.

**DATA DISPLAY:** NASA provides data that communicate performance by major commodity areas and by programs. The Defense Contract Management Agency (DCMA) website at [www.dcmamail.com](http://www.dcmamail.com) has business information under its Centers of Excellence area that allows readers to see data used by DCMA HQ to manage their resources. DLA could use BSC display tools to show “Customer Wait Time” and other major logistic metrics by its locations/customers. DLA’s BSC implementation could develop a data display “Dashboard” to communicate data in an easy and quick format.

## **11) GOVERNMENT PERFORMANCE AND RESULTS ACT (GPRA)**

The strategic planning documents we benchmarked indicated compliance with general GPRA requirements. Those plans that adhered to the requirements the most communicated in a more clear and open manner. GPRA requires<sup>x</sup> federal agencies to perform strategic planning and develop strategic plans that have the following basic requirements:

- A comprehensive mission statement;
- A description of general goals and objectives;
- A description of the means and strategies that will be used to achieve the goals and objectives;
- A description of the relationship between performance goals in the annual performance plan and general goals and objectives in the strategic plan;
- Identification of key factors that could affect achievement of the general goals and objectives; and
- A description of program evaluations used, and a schedule for future evaluations.

## **12) PLANNING POLICY**

DLA Strategic Planning policy, dated January 2000, will be revised to align with the best practices found in our benchmarking effort. That planning process should focus on the incorporation of DRID #54 logistics transformation requirements, integrated strategic planning process, knowledge management, and the need for a Strategic Planning Guidebook. Of special note is following an integrated strategic planning process; for example, NASA's integrated strategic planning process (see Atch. 9) aligns its planning activities to optimize its overall planning effort and, therefore, its support of GPRA.

## **13) INDEPENDENCE ASSESSMENT**

GPRA requires federal agencies to consult with Congress when developing a strategic plan.<sup>xi</sup> DRID #54 requires annual logistics transformation plans to be submitted to the Office of the Secretary of Defense (OSD). Many federal agencies issued their strategic plan in the Federal Register seeking feedback. Many federal agencies joined benchmarking consortiums to improve their strategic planning processes. GAO and NPR benchmarking and best practices reports considered different aspects of strategic plan development. DLA should follow all these independent assessment practices as they strive to be the best-of-the-best in strategic planning.

## **III. SUMMARY**

Many of the planning documents reviewed were too voluminous. Planning information will be easier to use and more accessible to the extent documents can be combined and planning activities integrated. Store data electronically to facilitate searches utilizing the desktop computer mouse's "click and jump" commands. This report's findings should be incorporated into DLA's strategic plan development. We recommend eight federal activities (AID, EPA, DOD CIO, DOT, FEMA, FERC, NASA and USPS) be interviewed further. DLA should digitize all planning documents and incorporate hypertext technology to link among them. They could be linked to the DLA One-Book chapter on planning. We recommend DLA develop a guidebook to incorporate all necessary planning procedures and ideas to allow formal documents to be streamlined. AID had a strong expression of balanced scorecard implementation as well as a defined policy. Innovative strategic planning practices regarding Information Resource Management (IRM) technology are practiced by FERC and DoD's CIO. The outstanding federal strategic planning publications reference other agencies and seek stakeholder feedback into planning process. DLA should likewise benchmark the best. It is recommended that DLA continue pursuing its

integrated planning process. DLA's One-Book chapter on planning and its DLA Strategic Management Guidebook should incorporate schedules depicting DLA's significant planning milestones and how the different functions align/integrate with each other.

## ATTACHMENT URL ADDRESSES

Many of these URL Addresses are not easily assessable. You may access them at the below URL with some additional searching under that URL. Most were stored as PDF files and attached or burned into this report.

<b>Atch.</b>	<b>URL ADDRESS</b>
1	<a href="http://www.cfo.doe.gov/stratmgt/SP-guide.html">www.cfo.doe.gov/stratmgt/SP-guide.html</a> (pg. 1 of 4, Figure 2)
2	<a href="http://www.usaid.gov/pubs/ads/200/201.doc">www.usaid.gov/pubs/ads/200/201.doc</a> (Pg. 34)
3	<a href="http://www.c3i.osd.mil/org/cio/ciolinks/references/itmstpln/itmstpln-memo.html">www.c3i.osd.mil/org/cio/ciolinks/references/itmstpln/itmstpln-memo.html</a>
4	<a href="http://www.epa.gov/ocfopage">www.epa.gov/ocfopage</a>
5	<a href="http://www.hq.nasa.gov/office/codez/plans/pl2000.pdf">www.hq.nasa.gov/office/codez/plans/pl2000.pdf</a> (pg. 60 of 62)
6	<a href="http://www.fws.gov/r9gprra/">www.fws.gov/r9gprra/</a> (select FY2001 Annual Performance Plan / FY1999 Annual Performance Report – Pg. 6)
7	<a href="http://www.cfo.doe.gov/stratmgt/sp-guide.htm">www.cfo.doe.gov/stratmgt/sp-guide.htm</a> (pg. 4 of 4)
8	<a href="http://www.hq.nasa.gov/office/codez/plans/Handbook00/index.html">www.hq.nasa.gov/office/codez/plans/Handbook00/index.html</a> (pg. 63 of 65)
9	<a href="http://www.hq.nasa.gov/office/codez/plans/Handbook00/index.html">www.hq.nasa.gov/office/codez/plans/Handbook00/index.html</a>

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